

Figure 10.1 How to Organize Negative Messages

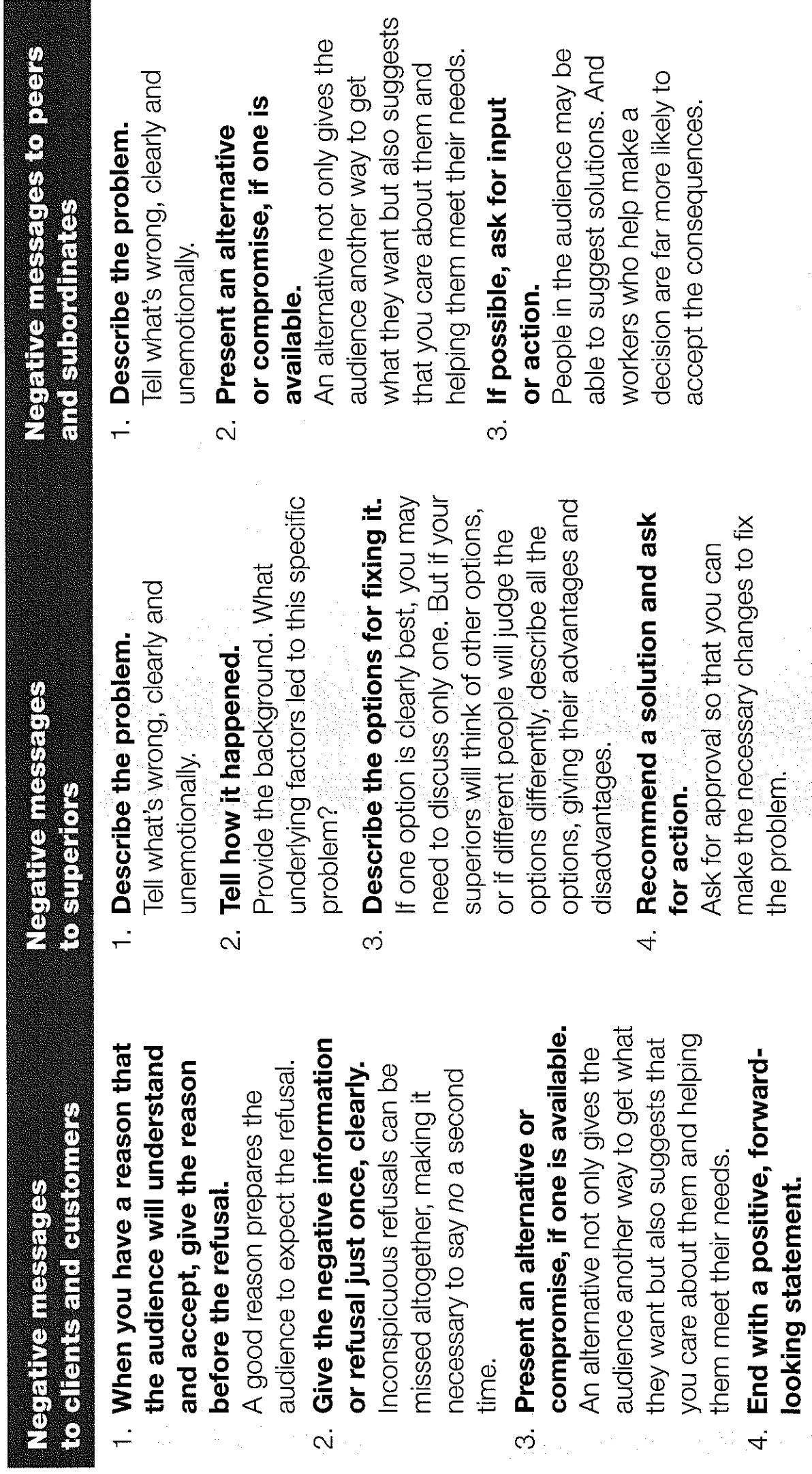


Figure 10.2 A Negative Letter

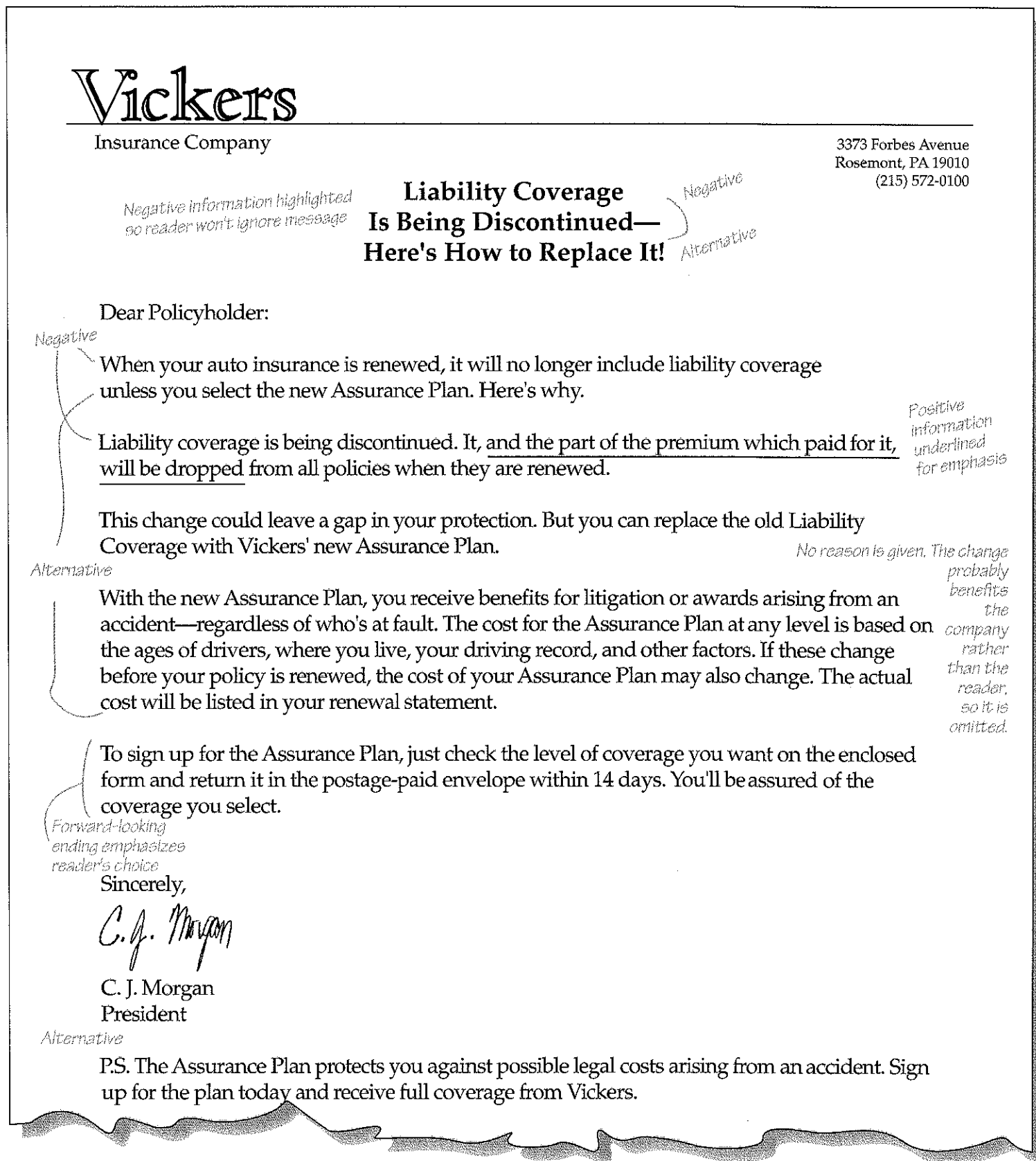


Figure 10.3 A Negative Memo to Subordinates

FIRST BANK
Great Plains, Nebraska
Memo

Date: January 10, 2012
To: All Employees
From: Floyd E. Mattson **FEM**
Subject: Group Dental Insurance

First Bank is always seeking to provide employees with a competitive benefits package that meets their needs.

In response to many requests, the Human Resource Department solicited bids for expanded dental coverage. At this time none of the responses from insurers serving our area are affordable for us. We continue to negotiate, but with costs rising at 20% per year, success seems unlikely. Other banks in the area are in a similar situation, so our current benefits package matches or exceeds what they offer.

First Bank continues to offer enrollment in an employee-funded group plan with ABC Dental. The coverage includes 37 dentists in our county and pays 50 percent of allowable fees. Many of our employees have found this coverage helpful. Employees also may use their medical savings account for dental care. Consider one of these options for the present, and First Bank will continue to investigate new opportunities for expanded coverage.

Reason
given before
negative

Positive

Alternatives

Positive
close